

**THE DIRECTOR OF CENTRAL INTELLIGENCE**

WASHINGTON, D. C. 20505

National Intelligence Officers

NFAC #7250-81  
10 November 1981

NOTE TO: Harry Rowen  
Chairman, NIC

FROM : Bob Gates  
NIO/USSR-EE

1. We are currently working with OSA/Policy Analysis Division to draw up the terms of reference for the update of NIE 11-4. Our concept is to look at how the Soviets use strategic and conventional power, support of insurgencies and arms aid to enhance their position relative to the US and the West. We want to look at the strengths and vulnerabilities displayed by the Soviets in blending these various instruments of policy and assay the implications for the US. [redacted]

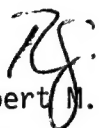
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2. As you can see, this proposed 11-4 would in effect set the base for an updated 11-10. I, therefore, believe that we should hold 11-10 in abeyance until we complete 11-4. An additional argument for this course of action is that both NIEs will be written by analysts from the same office and that we cannot overburden that office with concurrent NIEs. [redacted]

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3. Consequently, I suggest that the meeting scheduled for 12 November be postponed until we are finished with 11-4 and ready to begin 11-10. [redacted]

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Robert M. Gates

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